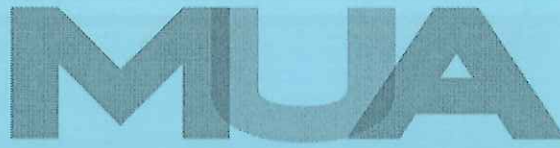


The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

**DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP/
BACHELOR OF COMMERCE**

HRM 414/ HRM 400: EMPLOYEE MOTIVATION AND PRODUCTIVITY

DATE: 13TH DECEMBER 2017

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

PHANTER LIMITED

Motivation stimulates people and encourages them willingly to put more effort into doing something. Well-motivated employees will feel fulfilled and happy in the workplace. Additionally, they are likely to be more productive and produce work of a higher quality.

Motivated individuals are influenced by a number of different factors. Initially, everybody has basic needs, such as for food or accommodation, which pay can provide. However, there are many other different factors that motivate individuals. A creative environment can be very stimulating. Some staff thrive on the problem solving aspect of their roles and respond to challenges. Other employees find the varied nature of the work motivating – having the opportunity to try different roles. Some employees value the fact that they are allowed to be imaginative and can influence their own work. The structure of Phanter Ltd motivates individuals by empowering them to improve processes.

Phanter Ltd provides the sort of environment where workers can learn new things and are given the opportunity to progress within the business. This culture demonstrates that Phanter Ltd values its employees and helps to recruit the next generation of engineers. A motivated workforce puts more energy into work in order to achieve the required outcomes.

Motivated employees feel that their work is special. They are encouraged to take pride in what they do. There is low absenteeism because employees are happy to go to work. Individuals are more loyal to the organisation and stay longer because their needs are being met.

Unmotivated workers will not be as satisfied with their role in the work environment. The job may not be as important for them and this may lead to poor

performance. The workers may not be as efficient. They are likely to be absent more often and may ultimately leave the organisation. All of these factors will have a negative impact on a business, either through a drop in reputation, poor productivity or increased costs involved in replacing workers or covering absent staff.

Required:

- a. The CEO of Phanter Ltd has asked you to prepare for him a brief on how he can best motivate the organization's staff. Formulate seven (7) suggestions for the CEO to motivate his staff. (14 marks)
- b. According to the case study, it is evident that motivated employees feel that their work is special. Define the term motivation and assess ways through which employees can be motivated to improve productivity. (11 marks)

QUESTION TWO

- a. Maslow's Hierarchy of Needs Theory is among the oldest theories. Discuss three (3) propositions the theory is based on and also discuss three (3) applications at the work place. (12 marks)
- b. List any three relationships that can cause improvement in productivity in an organization (3 marks)

QUESTION THREE

- a. Motivating employees is usually a complex process due to the employees' diversity. Illustrate and explain the six (6) basic phases of the process of motivation. (12 marks)
- b. The term Quality Work Life Balance (QWLB) has become a key consideration for employees and employers. Employers are looking at ways of improving productivity while ensuring there is adequate QWLB. Show your understanding of Quality Work Life Balance (3 marks)

QUESTION FOUR

- a. Employees are dynamic; they all cannot be motivated in the same way. Assess the motivational factors in your work place. (10 marks)

- b. Employees at the work place may either be satisfied, dissatisfied or indifferent. Formulate two (2) applications of Herzberg's Two Factor Theory in an organization (5 marks)

QUESTION FIVE

- a. You have been asked to prepare for a seminar on motivation. One of the areas of focus is job attitude. Prepare a write-up on analysis of job involvement as one of the major job attitudes (10 marks)
- b. Every organization, however small, invests in training of its workforce. You have been engaged as a consultant to develop a motivation programme for a given company. You have captured training as one of the components of employee empowerment. The manager requires you to explain this training component. (5 marks)

QUESTION SIX

- a. Managers of leading organizations are concerned with the empowerment of their employees as a means to increase motivation and productivity. Appraise any six (6) strategies a manager can use to empower her employees (12 marks)
- b. Differentiate between motive, behaviour and goals (3 marks)